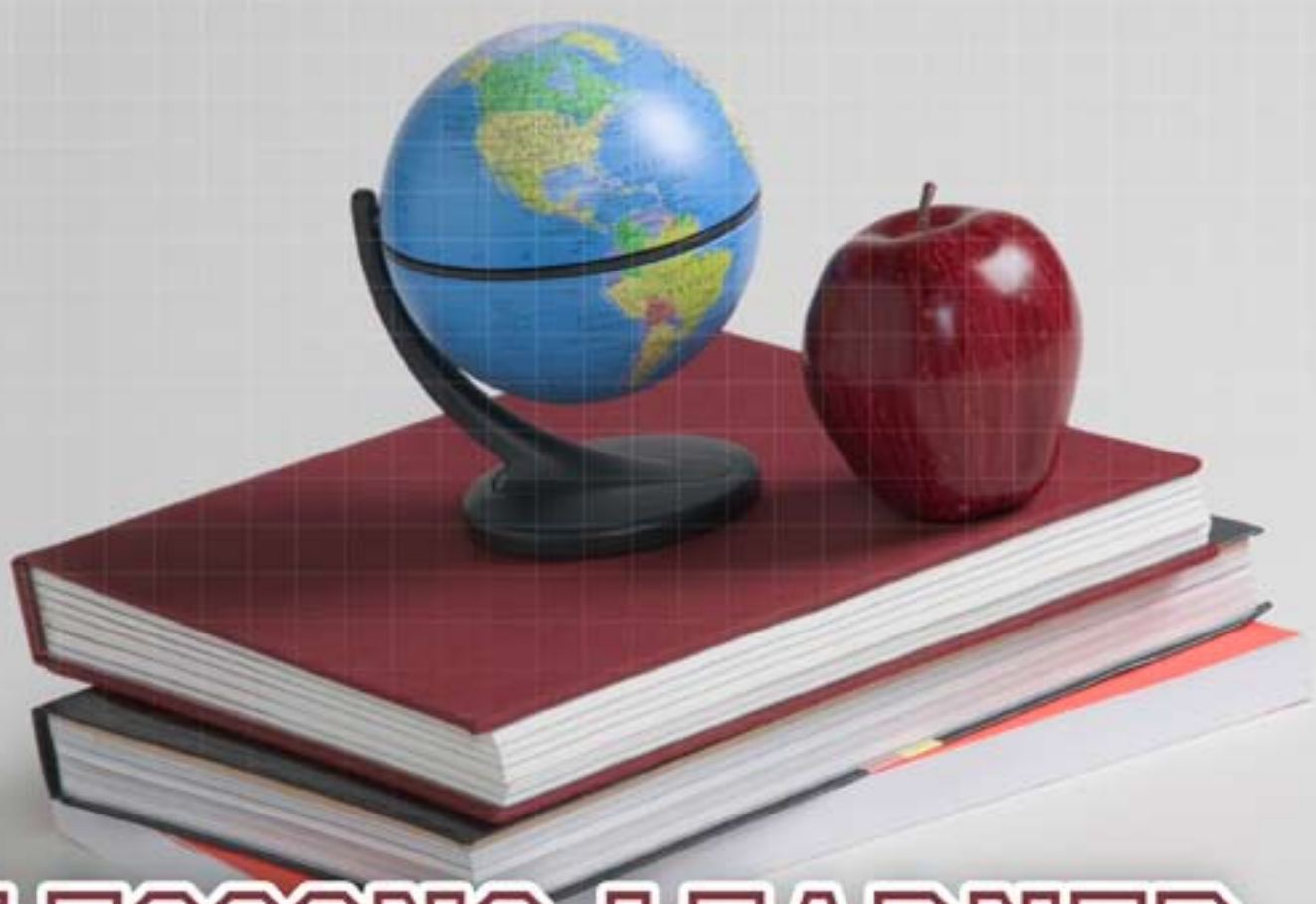
intercom

Journal of the Air Force C4ISR community ★ March 2006



LESSONS LEARNED

- Supporting Air Force priorities
- Senior NCO reblued by going green
- Civilian employee answers the call to duty
- Air Force & Army upgrade network in Baghdad
- When life hands you lemons

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SITEMAP

MARCH 2006 ★ VOLUME 47, NUMBER 3

Cover themed 'Lessons Learned' designed by Mr. Jim Verchio

This funded Air Force magazine, published by Helmer Printing, N. 6402 790th St., Beldenville, Wisc., 54003, is an authorized publication for members of the U.S. military services. Contents of the intercom are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the Department of the Air Force. Editorial content is edited, prepared and provided by the public affairs office of AFCA.

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MAGAZINE AWARDS

Most Improved Magazine & Honorable Mention
Clarion Award * Women in Communications
Award of Excellence - Internal Magazine
NAGC Blue Pencil Competition
Best Online Newspaper
Air Force Media Contest
Best Designed Publication
DoD's MILGRAPH Competition
2004/2003

FROM THE EDITORIAL DESK

Lessons usually learned the hard way

By Ms. Karen Petitt
Managing Editor

If you think about all you've accomplished in life, you will probably agree that most of our "lessons learned" usually came the hard way.

Whether it's making mistakes that teaches us to choose a different course, or an obstacle we have overcome, the bumps and forks in the road really do make us stronger.

That is, if you're the type of person who's willing to make the best of a bad situation or at least try to learn from it.

That's especially true for our comm and info folks out there on the frontlines. For instance, this month you'll read about how two NCOs turned the proverbial lemons into lemonade in the wake of Hurricane Katrina (page 12).

While the lemonade phrase might be cliche, there's nothing cliche about turning a disaster for training and students into a success story. Nor is there anything cliche about being able to learn from setbacks, changed plans, or unexpected delays.

Whole teams of people are dedicated to pouring over lessons learned from natural disasters, wars, humanitarian airlifts and more.

It seems we have this obligation that when we go through something challenging, we want others behind us to save time, headaches and money by applying those lessons.

On the bright side, many lessons learned have led to better technologies and processes.

The few stories in these pages won't even begin to cover all the lessons comm and info experts have learned, but it will give us a glimpse of the grit and brilliance of the people making things better despite their challenges.

One of the best sayings I've heard about dealing with life's challenges is to ask ourself, "What am I to learn from this?"

Perhaps this month we can begin to find out.

LETTERS TO THE EDITOR

ATCALS stands for 'landing' too

Great article last month from 1st Lt. Dustin Nowak, 609th Air Communications Squadron, ("Joint project yields solution for ATCALS assets"), but I can't help but remind him that ATCALS stands for air traffic control (radars and radios) *and* landing systems. While I don't believe the air control squadrons are yet equipped with deployable tactical air navigation, or TACAN, systems or deployable weather systems (most of these assigned to combat comm units, active and Guard), they are still part of the overall ATCALS framework.

My parochialism stems from the on-going misconception that radar and radio do not make an ATCALS package unless navaids and weather systems are included.

ATCALS folks do a thankless job of getting planes on the ground with the assistance of air traffic controllers (of course). But radar only tells people on the ground where the aircraft is, and without controllers, radios are only half the ticket you need to get talked down.

Without the compliment part of ATCALS (landing systems), aircraft cannot determine where they are, where they are going, or what the weather is like once they arrive. In respect to a great ATCALS Manager, Mr. Milton Pavlakes, I have provided a broader look of ATCALS!

—retired Chief Master Sgt. Randall Melton
former HQ AFCC ATCALS manager (1981-1987)

JAG in a Box

Mr. Fritz Mihelcic
AFCA Deputy Chief Counsel

Free software use

Q **I found a satellite mapping program online that's free. I want to put the application on my office computer for my own personal use. Can I do that?**

A In short, no you can't. The End User Licensing Agreement typically permits free use of such programs (such as Google Earth) for personal use only. If it's loaded on a government computer, then the government would likely need to buy a license for it. The AFIs generally prohibit users from installing personal-use software applications on official government computers. Air Force Policy indicates that only licensed, registered software (that is acquired through government procurement channels and is approved by the unit Designated Approving Authority) can be used on Air Force computer systems.

Additonally, the Unit Computer Manager must approve downloads in advance. If the application is necessary and mission-essential, it will be provided for you on the government computer system. If the application is for your own personal use, it doesn't belong on your office computer. If you must download "free" personal-use software, do it at home and don't use it for official duty purposes. Only use official software applications on your government computer.

Send in your question to:
AFCA-JA@scott.af.mil or call DSN: 779-6060

From the Top

Changing Times

Supporting Air Force priorities

Maj. Gen. Lord

"... we must always remember that as we transform the way we conduct operations to ensure our Nation's success in the wars and conflicts of the 21st century, the key to uncovering new ideas and harnessing the power of improved operations is our people."

By Maj. Gen. William T. Lord
Director, Information Services and Integration

PENTAGON — How many times have you heard a seasoned Air Force person say, "This isn't the same Air Force I joined?"

My response to that is, "you're right on point!" Times have changed, and we must change as well.

The Secretary and the Chief of Staff of the Air Force have clearly spelled out a precise list of Air Force priorities: ⏩ win the war, ⏩ recapitalize the Air Force, and ⏩ take care of our people.

As we often see in the IT world, solving technical problems isn't difficult, the challenge is for us to look at how we do business and devise innovative, clear-cut, and attainable transformational initiatives to deliver strategic advantages. By getting our arms around process management — by identifying, examining, and optimizing our processes from end to end as defined by the term "lean reengineering" and captured in the Air Force's new, unique process-improvement program, Air Force Smart Operations 21 — we'll continue our iterative, transformational approach to improving comm and info operations.

Today's modern warfighters are becoming increasingly dependent on the capabilities and the information made available by the Air Force Enterprise Network. **We need to approach the network from an enterprise view and institutionalize processes with regards to how we organize, train and equip.**

The enterprise perspective can bring innumerable savings as we define a unified, single construct for the network, implement IT Lean Reengineering, institute governance structures such as the AFNetOps General Officers Steering Group, strategically implement quarterly enterprise buys for equipment and define and implement enterprise software licenses.

Over the years, many different "plans" have been developed, and we are bringing the key facets of each one of them together into a single strategic plan we call the Warfighting Integration Plan. To make this work, the innovators in the field need to apply this guidance and work to implement and institutionalize solutions that will optimize processes across the Air Force.

We're already exploring ways to incorporate military and private industry recommendations to implement an integrated network operations and security center structure, establish area processing centers, establish consolidated help desks, strengthen enterprise management and develop a total force AEF sourcing strategy. **Together, these and other initiatives will transform our business, thereby transforming the Air Force landscape.**

Yet, we must always remember that as we transform the way we conduct operations to ensure our Nation's success in the wars and conflicts of the 21st century, the key to uncovering new ideas and harnessing the power of improved operations is our people. As the Air Force looks to reduce its personnel by more than 40,000, these process improvements also mean assessing the skills of our current workforce and developing a roadmap to prepare them with new tools to ensure mission success. This is happening all over the Air Force, but for us in the comm and info field, restructuring the force to an optimized hybrid of military, civilian and contractors will provide warfighters the ability to exploit the power of information. **Together, we will significantly enable the warfighter to achieve dominance in all realms: air, space and cyberspace.**

Identifying, examining, optimizing processes leads to improved services

REBLUED BY GOING GREEN

Army teaches senior NCO disciplined approach to Information Management

By Senior Master Sergeant Donald Garrett
Base IM Functional Manager

BUCKLEY AIR FORCE BASE, Colo. — During my 19-year career as an information manager, my experiences have been anything but dull. I know from experience that information managers have a rare opportunity to work in every organization throughout the Air Force. We are the only career field where almost 85 percent of our people, serving as the backbone for IM support, work outside our functional organization.

Our duties range from postal augmentee and maintainers of official records to computer support specialists. We operate "behind the scenes," making things happen — and our motivational level can either make or break a unit because we are involved in nearly every aspect of a unit's mission.

As "managers of information," we are the force that makes Air Force units tick by ensuring all information, regardless of type or mode of transmission is properly managed throughout its lifecycle. We ensure timely and accurate information is provided and available to the warfighter to ensure mission success.

Using my own experience as an example of our versatility, I have worked at the unit, squadron and wing level. I was once assigned to a North Atlantic Treaty Organization base in Germany where I worked closely with members from 13 partner nations. However, the most challenging and all-time favorite assignment was with a joint communications unit at MacDill AFB, Fla.

During that time, I was dual-hatted as the senior information manager and superintendent for the personnel division, or J1.

During the four-year period, I worked directly with the element commander, an Army colonel, where I learned many valuable lessons on how best to enforce discipline on the information management process. Those lessons learned rivaled my previous 14 years of experience, and I quickly discovered the Army has an outstanding grip on discipline. With a new found appreciation and respect for the Army culture, I decided to become "one of them" — I volunteered for the Army Airborne Course at Fort Benning, Ga. I had regrets at first due to bumps and bruises, however, 20 jumps later, it turned out to be the highlight of my career. In my current position as the base IM functional manager, I enjoy working with more than 20 of what I believe are the most professional individuals assigned here. They are a diverse group tasked with diverse responsibilities, and they too, have their own eclectic story to tell.

I ask our commanders, first sergeants and supervisors to continue motivating and challenging our information managers—and watch them step up, rising to meet each challenge. Each information manager is charged to be a "Jack of All Trades." I encourage our leaders to reward IM support staff through our many wing award and recognition programs. When information managers excel above their peers, let's not overlook their exceptional contributions. Let's seize the opportunity to recognize their performance because they are a vital and integral part of every organization, guiding all of us to success.

Those leasons learned rivaled my previous 14 years of experience, and I quickly discovered the Army has an outstanding grip on discipline.

The CALL to duty

Civilian employee serves six months in Mosul, Iraq as construction, personnel chief

By Mr. Gerald Sonnenberg
AFCA Public Affairs

SCOTT AIR FORCE BASE, Ill. — The spirit of volunteerism is part of America's heritage since before the Revolutionary War, and it's that same spirit that has sustained America's volunteer forces for the last 30 years. But not all of America's military volunteers normally wear a uniform.

Mr. Bruce Brune is a civilian supervisory management analyst working manpower issues at the Air Force Communications Agency here. About one year ago, the Davenport, Iowa, native volunteered to don a desert uniform to use his skills in Iraq. The husband and father has volunteered for temporary duty assignments since 1996, but this was the first time he was selected to go as a civilian.

Mr. Brune served almost six years on active duty in the Air Force as a C-141 crew chief and as a manpower technician from 1979 to 1985. He had traveled all over the world, but even though his military training was helpful, he had never been in a location that was under hostile fire. In May, he arrived near the northern Iraqi city of Mosul for his six-month stay where he worked with a detail from the U.S. Army Corps of Engineers.

While on the job, he served as the administrative officer for the Gulf Region North District. In this capacity, he handled almost all human resource related issues from recruiting civilians and filling the TDY requests to sending some people home early, or extending the stay of others. He also made sure people were sent on R & R.

Mr. Brune also served as a construction project engineer. He was given 28 new contracts and tasked to get construction underway before he left. Meeting with Iraqi contractors, he tracked daily project status, generated reports, inspected projects for building code compliances and contract requirements, and certified invoices to pay contractors for work completed.

"**As a rule, most of the people I worked with were volunteers," he said. "They were mostly civilians who were older and used to dealing with the curve-balls life seems to throw at you regardless of your status or location.**"

Risky business

"At one location, I never left the perimeter, and never once felt threatened. At other places where I had to travel to construction sites, there were a few times when we were stopped in traffic or pedestrian congestion that I felt a little uneasy," he said.

For most of the deployment, he said temperatures remained above 100 degrees, with the highest temperature reaching 126 degrees. The living and dining facilities helped make up for some of the discomfort from the heat and the 13-hour days, but good food and air conditioning did little to ease tensions after the occasional mortar attack. To accomplish that, Mr. Brune and his coworkers relied on a few practical jokes, working out at a small gymnasium, reading a book from the Army's free library, watching movies, or just talking. Despite the long work days, he said he found a little time to watch a few movies and read 2 ½ books.

"There really isn't much free time." That's because the men and women there are busy helping to rebuild the war-torn country.

Mr. Brune found his most rewarding times were being able to straighten out personnel issues for those deployed to the area. The construction projects he directly participated in helped benefit some of the 58,000 school-aged children the Army Corps of Engineers say live in the northern region of Iraq. Mr. Brune helped to construct additions to 15 schools, as well as help build two new ones.

A sewer system being constructed in a Mosul suburb is another satisfying project for him. "The new sewer will go a long way to improve the living conditions of more than 700,000 of Mosul's 1.5 million residents," said Mr. Brune. "**It is the type of reconstruction project that shows the people of Iraq that a better life is coming.**"

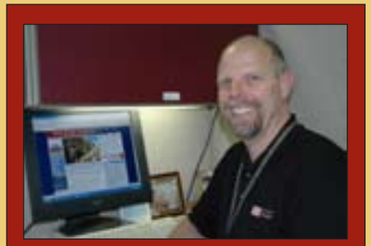
The saddest time came when a military coworker was seriously wounded on the job. "It wasn't life-threatening, but a serious injury to my friend," he said.

Mr. Brune prepared to leave Iraq just before Thanksgiving, he was happy his decision to volunteer for the assignment hadn't "caught up to haunt him," and the anticipation of seeing his wife and sons was nearly overwhelming. Though, he wondered what would become of the projects and the people they were intended to help.

"**I came home ecstatic to see my wife and boys and grateful to live in a country that provides such bounty for the body and beauty for the soul.**"

Just before Christmas, he was back to work at AFCA.

Would he volunteer again? "Yes," he said. "I'd like to believe I was able to contribute enough to justify the personal costs to me and my family. Besides, I have two sons, age 17 and 13. If my boys are ever needed to go actually fight, and I had not done what little I could to help bring this campaign to a successful conclusion, then I'd have a tough time looking at myself in the mirror every day they were in harm's way."



"I LEARNED"

- FLEXIBILITY is your best approach — if you can't deal with uncertainties in life — don't go.
- LIP balm and skin moisturizer do more harm than good in sand and dust storms.
- "IT'S not my job" must be stricken from your vocabulary.
- GET in touch with folks who have been or are deployed to your destination if you know your destination. Locations that are only a few miles apart may have distinctively different amenities.
- YOU might as well take full advantage of the time — get in shape and lose some weight while you're serving your country. I lost 50 lbs.
- TAKE along good exercise and PT clothing — six sets should last through the contract laundry turn cycle.
- FOR civilians — be sure you will go before volunteering. The deployed unit will suffer if you drop out at the last second.
- IF you are not going to wear the uniform, wear darker clothes. Bright colors, white or light colored clothing quickly got muted or stained from the laundry water.
- PACK a small kit like you would take if you were going camping. Transient billeting may not have even the basic necessities such as towels and soap.
- TAKE a multi-tool, pocket/folding knife and a small ("AA" battery type or similar) flashlight.

LESSONS LEARNED

Point of View

HOLDING IT TOGETHER IN BAGHDAD

By Capt. Patrick Todd
374th Operations Group

YOKOTA AIR BASE, Japan — When I was first commissioned, there was almost no possibility of deployment, but Sept. 11, 2001, changed all that. To my surprise, I was tasked to deploy to one of the most volatile areas in Iraq: the International Zone at the U.S. Embassy.

At this point in my career I had never held a real communications job. I did some work designing software and some contract management, but nothing "communications" specific. **When I was tasked to head to the front, I didn't realize this deployment would be the best experience of my life, and that I would learn more about communications in four months than I had in the past four years.**

Once in Iraq I was assigned as the Infrastructure Officer, which translated to OIC of the Cable Dawgs. When the Embassy first stood up, the comm guys did a quick network install. **There were wires running down the sides of every hallway and out of every window. Telephones, NIPRNET, SIPRNET and networks I had never even heard of were held together by some string, some duct tape and a little bit of luck.**

Our team, which consisted of 12 Army troops, was tasked by the commander to remove every piece of duct-taped wire in the building, one of Saddam's old palaces, before I redeployed. This was going to be no easy task, and I didn't see how it would be possible with only 12 soldiers. This was further complicated by the fact the Army troops were only tasked to me. Their actual commander had been deployed with them for the entire one-year tour. When I met him, he specifically told me that they were not to do new infrastructure installs, but instead were only to be tasked with repair and maintenance of the existing duct-tape and bubble gum network.

At this point I started to check the supplies. When I realized that I had no supplies, I did what any good officer would do: I begged the supply officer for some help. What I discovered from her was I could order anything I wanted, but it would take at least a month to get in theater. She suggested asking some of the other departments what they had in their cargo containers. What a sordid tale this is. Apparently, when we first set up the Embassy, everyone brought a good number of full cargo containers just in case they needed something. However, no one had ever done an inventory on them so I headed out and started container diving. What I discovered was that I had a mountain of useful tools and parts at my disposal. However, I also discovered 110 voltage tools which were completely useless on the Iraqi 220 voltage infrastructure. Take two steps forward, one step back. Now I had no workers and no tools, but at least I had discovered some useful supplies.

AIR FORCE, ARMY WORK THROUGH CHALLENGES TO LEAVE NETWORK IN BETTER CONDITION

At about this time, I met my counterpart from Camp Victory and he offered up one of his teams of roaming installers. When the team arrived, I found that they had a complete set of worn, but working, tools. Now I had technicians, supplies and tools to make this job happen. **I heaved a sigh of relief and set them to work upgrading some of the worst areas of the Embassy.**

Just when it looked like there was a light at the end of the tunnel, we were notified that the Camp Victory control center, including its four-star and his staff, would be transferring to our location. Suddenly all of my priorities were shifted into high gear. I had a 30-day timeline. I spoke with the NCOs and tried to sound calm about this. They were very helpful, and we decided to set up two work shifts.

During all of this, my knowledge of network and telephone systems gradually increased. I learned each of the steps in the flow of our reliable Internet connection and how to troubleshoot it. I even learned how to make a patch cable. Some actual experience that I could apply toward my future as a comm officer.

> **"I learned to make the best of a tough situation and that interpersonal communication skills can be as valuable as knowing how to troubleshoot a network router malfunction."**

About a week out from my deadline, the power saw we'd been using to cut our cable trays died. We were literally on the brink of work stoppage when I began a dialog with the wood shop. As it turned out, they had a spare saw that I could have in exchange for a few unit coins. The commander was more than willing to part with a few, and we were back in business. We were even able to turn on the new infrastructure on the exact day the commander had requested.

All in all it was a tremendous experience, and I learned a ton of things that will help me throughout my career. I discovered that the job description of a comm officer is much broader than I had ever realized, and it has shaped me into a better-rounded leader because of it. I learned to make the best of a tough situation and that interpersonal communication skills can be as valuable as knowing how to troubleshoot a network router malfunction.

lessons from GULF the COAST

Point of View

When life hands you lemons

By Tech. Sgt. Greg Moore
333rd Training Squadron

KEESLER AIR FORCE BASE, Miss. — Military instructors constantly try to find ways to keep classes from getting stagnant. That's the worst enemy of an instructor—complacency. To keep the job exciting and the curriculum fresh, you must constantly find ways to challenge yourself and your students. Sometimes you create these challenges yourself. Sometimes they are created for you.

The biggest challenge to our educational process in my two plus years as a Theatre Deployable Communications instructor was Hurricane Katrina, hands down. Everything changed that week in August. After dealing with the immediacy of the emergency, everything came back to the mission. There is still a war going on, and Air Force communicators still need the training we provide.

Because the damage to the base was so extensive, we decided to take our training on the road. We moved the TDC Data Systems and Transmission Systems equipment to the 5th Combat Communications Group at Robins AFB, Ga., and conducted four classes before Thanksgiving. That in itself was quite a feat, considering the devastation to the Gulf Coast. But that was just the beginning.

Because our transmission class runs 15 duty days and the data systems class runs 16 duty days, the start and end dates of the classes rarely match up. This means we normally teach the classes separate of each other, even though the two areas of TDC directly interact in real-world conditions. With our Katrina-driven schedule changes, the classes Tech. Sgt. Nevin Joplin and I were teaching at Robins were more or less synchronized. This led us to ask ourselves, "Why not take this unique opportunity to do something a little outside the box? Why not use these synchronized classes to integrate the transmission and data systems classes like they are integrated in the field?"

What started as an idea casually mentioned at lunch rapidly turned into a full-blown brainstorming design session. First, we had to consider what level we wanted to reach with this lab. We aimed to do the lab at the end of the class, so the students would have all the tools necessary to accomplish the scripted mission. We decided to make it as similar to real-world networking conditions as we possibly could with the amount of equipment and time we had available. The design process went smoothly, mostly due to the fact that Sergeant Joplin and I have been in and around TDC since its inception, and we both have real-world experience with the equipment we teach. Now it was all about implementation.

The results were outstanding. Students took to the network design portion with fervor and made major headway by lunchtime the day of the lab. The hardest part in any type of network connectivity is always troubleshooting problem areas. But the two classes worked so well together that by mid-afternoon, information was being passed from one side of the data network to the other through every piece of equipment in both sections. In fact, Sergeant Joplin and I were amazed at how little we had to interact with the students while they were following our instructions to create these networks from scratch. We found the students really challenged themselves. They wouldn't take no for an answer, and by the end of the day everything that was supposed to be talking was. It couldn't have gone any better.

We repeated the integration lab again with our second set of classes and obtained similar results. The feedback was wonderful, and gave both Sergeant Joplin and me a real sense of accomplishment. We had taken a situation that at times seemed bleak and turned it into something positive. **This new lab will most definitely become a regular part of the way we will do business.**

There are thousands of exceptional stories to be told in the aftermath of Hurricane Katrina, and I don't even pretend to think that this story is among them. But it is definitely an example of taking the lemons that are presented to you on the professional side of your life and turning them into lemonade.

In the wake of disaster

By Maj. L. Alan Estes
Commander, 81st Communications Squadron

KEESLER AIR FORCE BASE, Miss. — Since Aug. 29, communicators from across the nation rallied together to help the Gulf Coast recover from Hurricane Katrina. It was no different here as members of the 81st Communications Squadron welcomed assistance from Hammer Ace, 5th Combat Comm, 1st Combat Camera and other squadrons within Air Education and Training Command. Together we accomplished many feats.

From keeping DSN and Internet services active throughout the entire storm to rewiring telephones in the hospital after the storm surge flooded out the remote telephone switch, communicators braved flood waters and powerful winds to keep communications up and running on base. Although our communicators performed many heroic acts, we still learned several valuable lessons from those days following the wrath of Katrina.

First we learned that people do not properly prepare. Whether an extended stay in a shelter or an extended deployment, we must ensure people take the task seriously and get prepared. People had to shelter for at least five days after the storm hit, and many did not have adequate supplies. Fortunately we were able to creatively supply troops with water, MREs and hot meals within days. However this year, we plan to conduct a "bag drag" in May to ensure people have the necessary items in their hurricane kits.

Second, we learned we need a recovery team postured to redeploy back to the base when the storm subsides. By having a rapid recovery team within two hours of the base, we could have 20 to 30 communicators back quickly and begin restoring communications across the base.

Third, we learned we should include a person from our records management staff in the recovery team. The records management team did a phenomenal job recovering 193 cubic feet of damaged records, but they believe they could have saved hundreds more if they were back in the fight sooner.

Our rock solid partnerships with the local community were also reaffirmed. We worked closely with the Postal Service to establish a facility on base to alleviate postal congestion in the region. We successfully operated the base mail facility for a month, and consolidated mail from three different post offices. We also worked with two cellular providers and erected towers on base to assist in the restoration of cell service in the Gulf-Coast region. These towers were still needed until January of this year as companies worked to get a permanent cellular solution back into the area. Furthermore, we partnered with the local cable company and restored service to the base within a week after the storm. Even though this system is not as mission critical as other comm systems, it was a huge morale boost to the more than 6,000 people sheltered on base.

Finally, the last lesson we learned from this experience is that people do not have enough homeowners insurance. People should reexamine their policy and make sure they have enough coverage. Also, people should make sure they have a current home inventory with pictures of their property.

Hurricane Katrina taught all of us many important lessons. Together as we rebuild, we incorporate these lessons and prepare for the next hurricane season. If we have to do it all over again, we will be more prepared and ready to execute our plan.

WHAT WE'VE LEARNED

- PEOPLE NEED TO PREPARE FOR THE WORST AND HAVE ENOUGH SUPPLIES ON HAND.
- HAVING 20 TO 30 COMMUNICATORS AS A RAPID RECOVERY TEAM IS NECESSARY.
- RECORDS MANAGEMENT FOLKS WILL BE PART OF THE RAPID RECOVERY TEAM.
- OUR PARTNERSHIP WITH THE LOCAL COMMUNITY IS INVALUABLE.
- WE MUST REEMPHASIZE TO OUR PEOPLE THE IMPORTANCE OF HOMEOWNER INSURANCE.
- THE TIME TO INVENTORY AND PHOTOGRAPH YOUR BELONGINGS IS NOW.

KATRINA

DoD's response admirable, needs improvement

By Ms. Donna Miles
American Forces Press Service

WASHINGTON — The U.S. military performed admirably as it responded to Hurricane Katrina during the largest, fastest civil support mission in U.S. history — but it needs to do better in the future, according to the Pentagon's chief of homeland security.

Paul McHale, assistant secretary of defense for homeland security, praised the military response to the catastrophic hurricane in an address to civilian leaders who recently visited the Pentagon. The civilians were past participants in the DoD Joint Civilian Orientation Conference that gives business, civic and academic leaders a weeklong immersion into military operations.

But as well as the military performed during Hurricane Katrina, it's critical that it improve on that performance, he told the group. **"We take great pride in the military response to Hurricane Katrina, (and) we believe the mission was a success," he said. "But we must do better."**

Despite Katrina's devastation, it's actually on the low end of the type of disasters the Defense Department could be called on to support, McHale said. "We now need to be prepared for the possibility of a catastrophic event that would exceed the loss associated with Katrina," he said.

McHale outlined several areas where improvements are needed — damage assessment, search and rescue, and communications among them.

DoD needs a faster and more accurate way to assess damage, McHale said. He noted that media reports immediately after Hurricane Katrina made landfall were overly optimistic, with the true nature of the disaster not evident for another 24 to 48 hours.

"We cannot rely exclusively or even primarily on media reports, because the media can only cover a part of the picture," he said. "We need a more comprehensive vision of how much damage has been done and what kind of response is appropriate."

To ensure a faster, more accurate assessment in the future, the military needs a reconnaissance capability that's able to quickly deliver aerial imagery of the site, he said.

In addition, responders need better coordination for their search-and-rescue missions, he said. In the rush to rescue victims stranded in the stricken region, the National Guard, active-duty military and civilian agencies all provided helicopter response, but **transmission, but data transmission as well."**

About 7,000 National Guard members who deployed to New Orleans to help restore civil order provided desperately needed support to the city's devastated police force, McHale said. But it quickly became evident that nonlethal weapons could have been a big asset, he said.

"In the United States, we should deploy security forces with the full range of capability — capabilities that include deadly force if that's required, but also capabilities that are less than deadly force," he said.

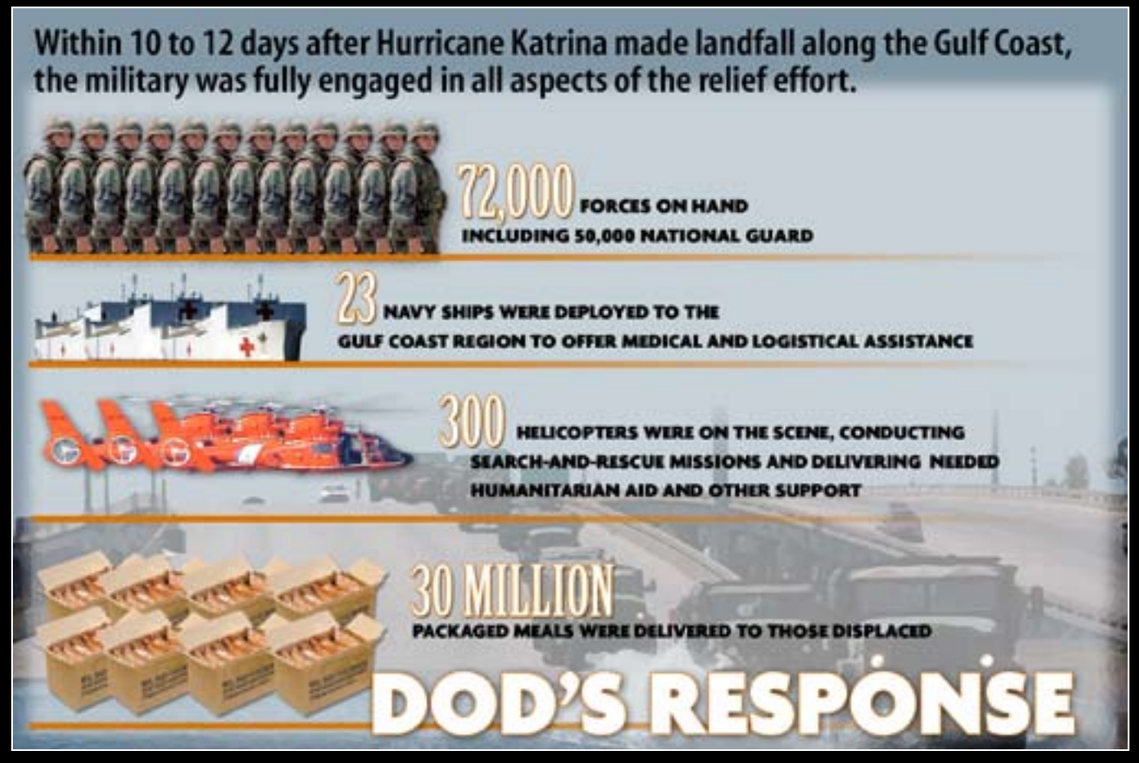
This is particularly true when disorder arises from public panic rather than criminal intentions, he said. "So we are now looking at a range of capabilities that would allow us to tailor the package of deployable forces to meet the requirement of security without using excessive force in doing so," he said.

Since Hurricane Katrina, there's been a reassessment of DoD's role in responding to catastrophic events, McHale told the group. Under current law, the Department of Homeland Security takes the federal lead during major disasters of this type. But McHale said the president needs the flexibility to select whatever agency is best prepared to respond to a particular catastrophic event.

Depending on the nature of a catastrophe or attack, that could be the Department of Homeland Security, Department of Health and Human Services, Department of Justice or Department of Defense, he said.

The lessons of Hurricane Katrina will help the Defense Department ensure it's better prepared to handle a future crisis, McHale told the group.

"We are very proud of what those 72,000 men and women in uniform did and how rapidly they did it in order to relieve suffering and provide humanitarian assistance (during) what was arguably the most challenging natural disaster in U.S. history," he said. "But with pride earned through their effort, we recognize that the next time around, we have to do better."



‘ENEMY’ SIGNALS

Tech. Sgt. John Cumbridge and Staff Sgt. Philip Neussendurfer inspect a radar at Andersen Air Force Base, Guam, that sends mock “electronic threats” (such as AAA, SAMs and airborne interceptors) to aircraft for training. Both NCOs are radar technicians from the Idaho Air National Guard’s 266th Range Squadron.

Tech. Sgt. Shane A. Cuomo / AFNEWS

KOREAN AIR OPERATIONS CENTER

BRIDGING THE COMM GAP

By 2nd Lt. Steve L. Pugh
607th Air and Space Communications Group

OSAN AIR BASE, Korea — As the Air Force continues to transform its technological warfighting and peacekeeping capabilities, the 607th Air and Space Communications Group is leading the way to "bridge the gap" between strategic and tactical communications on the Korean peninsula.

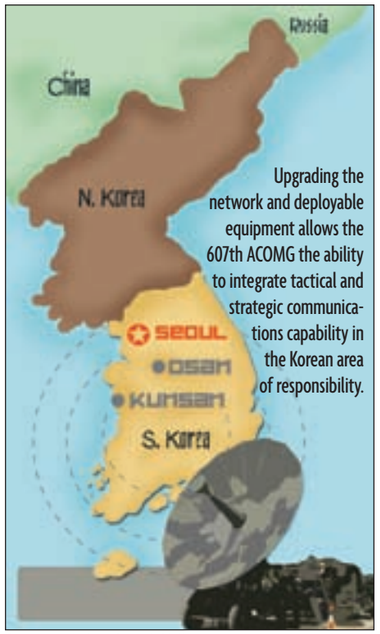
They're doing this by integrating networks and upgrading equipment that supports the Korea Air and Space Operations Center, better known as the KAOC. It's the primary weapon system used to apply combat air and space power and is supported by both strategic and tactical command, control, communications, and computer assets.

The 607th ACOMG is responsible for managing the 7th Air Force's C4 systems and infrastructure, located at two main operating bases and five collocated operating bases.

"Those seven bases encompass the core capability and foundation for command and control of all combat air and space power in the Korean theater," said Chief Master Sgt. Michael Sparks, group superintendent. "These assets consist of both strategically fixed and tactically mobile units."

Assets in the various locations operate in a distinctive way—the strategic mission provides daily fixed communications, the tactical equipment serves as a rapidly deployable back–up infrastructure.

"If our strategic capability is compromised, the tactical systems meet communication needs that arise until the strategic comm capability is re-established," said Chief Sparks.



Upgrading the network and deployable equipment allows the 607th ACOMG the ability to integrate tactical and strategic communications capability in the Korean area of responsibility.

Graphic by: Ms. Karen Petitt / AFCA PA

STRATEGIC TO TACTICAL INTERFACE PROGRAM

To ensure seamless integration of strategic and tactical systems, the unit has developed a new initiative known as the Strategic to Tactical Interface, or STI, program.

It promises a 25 percent decrease in tactical unit set-up time by allowing workers to plug-in to pre-positioned signal entry panels. These signal entry panels integrate the fixed communication assets with mobile ones. Mr. Don Beadle, a theater comm engineer working closely on the STI project, explained, "For tactical communicators, this is a new way of doing business. The old routine involved building a tactical network from the ground up and parallel to the strategic network. By using existing communication resources, we can integrate these valuable strategic resources into tactical networks."

He said this will provide critical services to the strategic infrastructure enabling and enhancing operations.

The seven bases in the Korean theater will be upgraded with STI and within two years the units should be able to handle an increase in bandwidth of more than 600 percent. Current legacy interfaces will be replaced, and capabilities at each site will be modernized with commercial technology. Using commercial equipment will allow for a more flexible maintenance program.

"These upgrades will increase C2 capabilities while reducing our footprint and resources," said Mr. Beadle.

EQUIPMENT UPGRADE

The STI initiative also supports another transformation effort underway within the unit. By fiscal year 2008, the 607th Combat Comm Squadron will go from an entire squadron that needed to deploy with the older, heavier 1970s-era tri-services tactical equipment to a leaner "Transmission Flight" that will deploy with lighter equipment such as the new AN/TSC-168, Quad-Band Hub/Spoke Satellite Terminal.

The Transmission Flight will be realigned under the existing 607th ACOM Squadron, and STI will provide the interface between tactical comm assets at the bases and the network that supports the KAOC.

"The ability to quickly, efficiently, and seamlessly transition from strategic systems to tactical systems will enable the United States Air Force to prosecute an air war with deadly effects no matter the situation," said Mr. Beadle. *(Col. Michael R. McPherson contributed to this article)*

AIR SUPERIORITY BEGINS WITH 5+1+1

By Mr. Charles F. Paone
Electronic Systems Center PA

HANSCOM AIR FORCE BASE, Mass. — Five + one + one = the ability to direct the command and control of U.S. and coalition air power across the globe.

"It also equals the number of 'Falconer' air and space operations and support centers now fully functional. **They provide joint or coalition air component commanders with the tools needed to plan, execute and assess air operations**," said Lt. Col. Rob Dare, chief of the Air and Space Operations Center Division.

Of the seven Falconers, five are operational, one is a training site and one a technical help center — thus the "5+1+1" designation.

The first operational Falconer site brought online was the Combined Air Operations Center at a base in Southwest Asia. From there, the U.S. and its coalition partners planned and executed Operation Iraqi Freedom air attacks that enabled the quick march to Baghdad. Even now, those forces continue to arrange and monitor air operations over Afghanistan and Iraq from that CAOC.

"Everyone saw the efficiency and tremendous capability of the CAOC," said Colonel Dare. "Now we've brought that capability level [to other locations] so that we can operate in the same way, at the same capacity, virtually anywhere in the world."

Recognizing the growing importance of having air operation centers, former Air Force Chief of Staff Gen. Michael Ryan designated it a weapon system in September 2000. That enabled the Air Force to more readily make the AOCs available.

Managing air power has always been a challenge, said Colonel Dare. "Intelligence information, weather, targeting data, availability of assets, prioritization, damage assessment — these are just a handful of the many factors an air component commander must consider when conducting an air campaign."

And, even when all the information is available, its sheer volume can pose problems, according to Neil Carvin of MITRE, the AOC division's lead engineer.

The ways in which this information is synthesized and presented makes a huge difference.

"Now we can apply vast amounts of computing and networking resources to satisfy our need to command and control air operations," he said.

Online ★ http://public.afca.af.mil/intercom.htm

F-16 photo by Tech. Sgt. Shane A. Cuomo / AFNEWS

Roll-On Beyond Line-of-sight Enhancement Spiral 2

ROBE

By Staff Sgt. Nathan Gallahan
92nd Air Refueling Wing Public Affairs

FAIRCHILD AIR FORCE BASE, Wash. — A KC-135 Stratotanker here was fitted with upgraded communications equipment that will revolutionize battle space and the way the United States and its allies fight wars.

After 18 months on the drawing board, the Roll-On Beyond Line-of-Sight Enhancement Spiral 2 program, or ROBE, has been fitted to the first KC-135 and will undergo testing at Eglin AFB, Fla.

This system will allow allied forces in the battle zones near-real-time communications with any headquarters across the globe. This will give commanders a better picture of the battlespace and could potentially lead to more timely decisions and more effective operations.

The system was originally envisioned by Gen. John P. Jumper, former chief of staff of the Air Force, who felt that tankers orbiting and refueling over hot zones could be used for other purposes, said Catherine Meyn, ROBE program manager. The Air Force has 40 KC-135 aircraft fitted for ROBE equipment, and there are 20 more kits available for use. The Fairchild tanker is the first and only aircraft at this point to have ROBE Spiral 2 installed, which includes enhancements in data forwarding and satellite communications technology.

Tech. Sgt. Greg Meuser, of the 92nd Aircraft Maintenance Squadron, said, "The basis of this new system is that satellite communication technologies are cheaper and more available than ever and the use of satellites has increased. We're starting to see the limits of the amount of data transfer satellites are able to handle all at one time."

To combat this, ROBE Spiral 2 is able to take information from many different sources, combine them into one stream and upload to the satellites eliminating line-of-sight limitations.

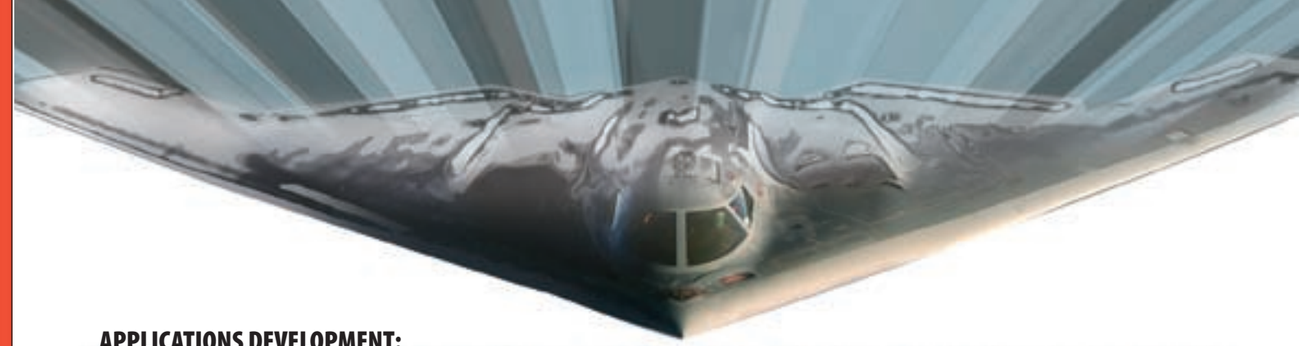
Line-of-sight communications are good up to 300 nautical miles, depending on terrain. Because of that crews needed either an AWACS or ground station to forward the data onto the next one, until it reached its final destination. ROBE Spiral 2 will take the military out of that era and plant them in a new one where a KC-135 can forward all of that information onto satellites and minimize the need for the other units.

Staff Sgt. Nathan Gallahan / 92nd ARW PA

Tech. Sgt. Jeremiah Docken loads data into a Roll-On Beyond Line-of-Sight Enhancement Spiral 2 kit, which can then be attached to a ROBE-enhanced KC-135 tanker aircraft. Sergeant Docken is a boom operator with the 92nd Air Refueling Squadron.

HOW IT WORKS: ROBE provides the best route information can travel on. It does this by being connected into a network of nodes; a node could be an aircraft, satellite or a headquarters. Each node knows where it is in the network, and can send information and data to the next one more quickly than if the information had to be forwarded from one relay station to the next. All of this happens while minimally affecting the aircrew.

KC-135 photo by Staff Sgt. Jeanette Copeland / 100th CS



APPLICATIONS DEVELOPMENT:

TURNING CONCEPTS INTO REALITY

THE AIR FORCE'S HIGHLY COMPLEX MISSIONS CARRY WITH THEM AN INSATIABLE DEMAND FOR INFORMATION. KEY TO MEETING THIS DEMAND IS THE CREATION AND DEPLOYMENT OF SOFTWARE TOOLS THAT ENABLE THE FORCES TO TURN RAW DATA INTO INFORMATION, AND TO MAKE THAT INFORMATION AVAILABLE WHEN AND WHERE NEEDED.

WHO: As a part of the 67th Information Operations Wing, collocated with the Air Intelligence Agency at Lackland AFB, Texas, the 690th Communications Support Squadrons' Application Development Flight is focused primarily on supporting the Intelligence community, specializing in intelligence systems and computer security.

WHAT: Applications developed range from desktop-based modeling and tracking systems, to web-based visualization and query tools, to hand-held data collection systems. Teams of Information Technology professionals include Configuration Management, Software Testing and Software Quality Assurance elements. They develop software systems with leading-edge tools such as Visual Studio.NET, Visual Basic, C++, ColdFusion and Java, using proven development methodologies to ensure quality, professional solutions.

Source: Mr. John Turner / 690th IOG

If you feel your unit could use any of these products, call DSN 969-6880

TAPS PC
The Tactics Analysis Production System is an integrated suite of tools designed to reconstruct or model air-to-air, air-to-surface, and surface-to-air training and combat events. Designed to be run on a PC workstation, it models notional counterparts into animated 3-D replays for analytical and briefing products used by pilots, analysts and senior management. It's currently deployed at five locations.

COMPUSEC TOOLBOX
Toolbox is a suite of computer security utilities vital to information security. It provides the capability to securely copy data, to flush empty space on magnetic media, and to check for "dirty words" (or classifications) within removable media or hard drives—a requirement when moving files from machines residing on highly classified networks to machines at a lower classification level. It's used worldwide.

BANNER
The Banner application is designed for keyboard/video/mouse, or KVM, switchbox users. The switchbox allows a user to be logged into multiple computers on networks of differing classification level simultaneously and to be able to view and interact with each via a single monitor, keyboard and mouse. This world-wide program prevents confusion by displaying classifications at the top and bottom of the screen.

IOC NEWS
This web-based application automates the dissemination of Information Operations news to the Intelligence community on two classified networks. It provides the means to develop articles pertaining to various intelligence disciplines, using multiple data formats and attachments, without the need for the analyst to code in HTML, or have permissions to write to the web space. Analysts use this world-wide.

MAIL TRACKING
The Mailroom Package Tracking Database system runs on a hand-held PDA, and allows personnel to scan input data from packages received from the U.S. Postal Service and UPS and synch them to a PC-based database. It speeds handling of mailroom products by automating package tracking, and produces a printed log for accountability. The system is currently in use at HQ Air Intelligence Agency.

DCI FUSION
This is a web-based application that fuses Defensive Counter Information "events" in five intelligence disciplines into a single heads-up display. Analysts enter intelligence "events" pertaining to computer network defense, counter-intelligence, counter-propaganda, operational security, and electronic deception into an underlying database. Data can be searched, trends identified, and results published to the intel community.

THE WAY AHEAD

Space Transformation

Information superiority is the difference between today and tomorrow, said Air Force Space Command commander Gen. Lance W. Lord to Air Force Association members in Orlando, Fla., Feb. 3.

"...Whether we call ourselves an interdependent force, joint force or net-centric force, it only reaches its full capability when we get the right information to the right place at the right time," he said.

To do that, he said, the essential ingredient and critical enabler ... is space. And, that next generation of space-based systems such as the transformational satellite constellation, space-based infra-red radar and global positioning systems are needed to help make U.S. joint forces more combat effective.

The general cited an example in 2001 where a U.S. scout on patrol in Kabul, Afghanistan discovered a retreating motorcade. Instantly, the scout relayed the information to U.S. Central Command using satellite communications.

Within minutes, the attack order was given and overhead fighters fired three missiles and, at the same time, a remotely controlled unmanned aerial vehicle joined the attack as the world's first unmanned fighter.

Another area the command is rapidly transforming is search and rescue.

"Space takes the 'search' out of search and rescue," General Lord said. "Recovery times have literally gone from weeks, and sometimes years, to a matter of days and many times minutes."

The general credits the computer-savvy youth of today's Air Force with helping the service stay in the forefront of technology and maintaining information superiority.

—Tech. Sgt. Michael E. Spaits , AFPN

War on Terror

The National Military Strategic Plan for the War on Terrorism has just been released by the chairman of the Joint Chiefs of Staff which outlines strategic guidance for military activities and operations.

The plan emphasizes that violent extremism is the primary threat to the United States, its allies and interests. The government's strategy for the war is to continue to lead an international effort to deny violent extremist networks the components they need to operate and survive.

The document states the military also has a crucial role in establishing conditions that counter terrorist ideologies. This includes providing security, giving humanitarian assistance, maintaining contact with foreign military leaders and considering how operations can affect ideological support for terrorists.

—Army Sgt. Sara Wood , AFPS

Quadrennial Review

Just as the fall of the Soviet Union led to changes in how the U.S. military is organized and operates, the post-Sept. 11 world requires continuation of that process, Defense Secretary Donald H. Rumsfeld said Feb. 1.

At a Pentagon news conference, Mr. Rumsfeld and Navy Adm. Edmund Giambastiani, vice chairman of the Joint Chiefs of Staff, talked about the release of the Quadrennial Defense Review, or QDR, to Congress.

"More than a decade has passed since the Cold War ended and the Soviet empire went, as was once predicted, into the ash heap of history," Mr. Rumsfeld said. "During that long struggle, the U.S. armed forces, and those of our friends and allies, had to adopt new ways of thinking. Today, in a different world with new and unpredictable enemies, the task again is to make the appropriate adjustments and arrangements needed to protect the American people."

Mr. Rumsfeld said the priorities of the upcoming QDR report reflect a continuing process.

"The QDR team — the civilians, senior civilians and military in the department — recognize that the department must continue to change," he said.

People shouldn't look at QDR as a stand-alone document, measured by programs or budgets.

"Rather, it's best understood as a waypoint along a continuum of change that began some years past and will continue for some years hence," Mr. Rumsfeld said.

The secretary said the QDR conducted over the past year focused on four priorities:

- **Defeating violent extremists;**
- **Defending the homeland;**
- **Helping countries at strategic crossroads; and**
- **Preventing terrorists and dangerous regimes from obtaining weapons of mass destruction.**

Other additions the QDR calls for are:

- **A new long-range bomber in the next 12 years;**
- **A significant increase in the fleet of unmanned aerial vehicles;**
- **More special operations forces;**
- **Fielding more battlefield Airmen to support our sister services on the ground; and**
- **Airmen trained to fight with emerging technologies, such as protecting the nation through cyberspace.**

"[The QDR] builds on several years of momentous change and on the lessons learned during the past four years of the War on Terror, peacekeeping operations and several important humanitarian-relief activities," the Secretary added.

—Mr. John Banusiewicz , AFPS

Inter-dependent

Senior Air Force leaders have outlined their vision for the future and they said interdependence is the key.

More jointness, along with other changes, will push improvement in all service missions by eliminating duplication. Instead of a one-size-fits-all deterrence posture, Air Force leaders will have tailored deterrence to maximize the president's options when dealing with near-peer competitors, rogue powers or terrorists and their networks. The move to interdependence means a change in philosophy from garrison-based forces to the more agile expeditionary forces when responding to emerging enemy threats. Controlling cyberspace will become more important as this transformation grows.

—Tech. Sgt. Michael E. Spaits , AFPN

MEDCAP

ETHIOPIA

Photos by Staff Sgt. Nic Raven / 4th CTCS

A CLOSER LOOK

"Most Africans are nomadic by nature and necessity, often moving to be closer to water. By drilling water wells, building basic infrastructure such as medical clinics and schools and providing veterinary and medical care (through the CJTF-HOA missions), they are able to build communities ... [thus becoming] an Africa for Africans. I spent 15 years as a med tech before becoming a photographer, so I was excited to document the February MEDCAP in Ethiopia. The friendliness of the people, especially the children, was a welcomed surprise. They are often eager to have their picture taken and just as eager to see the results. I am eternally grateful for digital cameras. There's nothing more gratifying than seeing the smiles of children when they view the LCD screen and look at their pictures. This is the absolute best job in the Air Force."

Sergeant Raven

Army Maj. Jim Riche examines livestock in an effort to prevent the spread of disease. He is a veterinarian assigned to the 404th Civil Affairs Battalion, CJTF-HOA. (R) Thousands literally flock for the three-day clinical visits that treat many people who have tuberculosis and infections. Poor water and lack of primary care are the leading causes of disease.

Villagers water their flock prior to the arrival of veterinarians who eventually treated more than 15,000 animals. (R) Army Sgt. Noelle Meredith instructs some of the 3,000 patients on how to take the medicine properly during a MEDCAP conducted by units supporting Combined Joint Task Force-Horn of Africa.

Young girls giggle at the camera while waiting to see the physicians during a Medical Civic Action Program mission near Gode, Ethiopia.

RIVET JOINT

and the 763rd Expeditionary Reconnaissance Squadron

By Maj. Eric W. Hauff
763rd Expeditionary Reconnaissance Squadron

SOUTHWEST ASIA — For more than 15 years there has never been a more consistent or persistent combat enabler in the forward-operating Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance enterprise than the RC-135 Rivet Joint.

Time Machine

Within two days of the Aug. 2, 1990, Iraqi invasion of Kuwait, the RC-135 Rivet Joint was among the first U.S. aircraft deployed to put combat ISR on the Southwest Asia map. Other C4ISR assets have come and gone. The R.J. has never left.

The 763rd Expeditionary Reconnaissance Squadron, whose members are known as the "Sundawgs," is the focal point for forward R.J. C4ISR operations.

Its members have provided direct, near real-time reconnaissance information and electronic support to fielded combat forces in SWA continuously since 1990.

Since January 2002, and the advent of forward Global War on Terrorism operations, to include Operations Enduring and Iraqi Freedom, the 763rd ERS has been operating at "above max surge" level.

That is to say, in any given month, in a constant 12-month cycle, the 763rd ERS is called upon to generate more than 50 combat sorties, 600 combat hours, using approximately 200 highly trained high-demand/low-density aviation and airborne cryptologic professionals. **In January, the 763rd ERS logged its milestone 5,000th sortie in the area of responsibility.**

In any given year, most R.J. aviators, electronic warfare officers (a.k.a. "Ravens"), airborne systems engineers, cryptologic linguists and special signals analysts will log more than 150 deployed days in theater — and they have done it continuously for the past 15 years.

High-tech C4ISR support to the warfighter can't stand on its own merits. It takes a highly trained and dedicated force of operators to execute.

The Sundawg dedication to the C4ISR mission to support putting "iron on targets" has given the squadron a 97 percent mission-effectiveness rate for the past 15 years.

Mission effectiveness notwithstanding, the Sundawgs have also garnered two Air Force Outstanding Unit Awards (with Valor device), a National Meritorious Unit Citation, and the National Security Agency Director's Trophy as the most outstanding cryptologic program in the Department of Defense.

The 763rd ERS and the Rivet Joint program have come a long way over the past 15 years. They have harnessed continued improvements in communications technology, championed airborne intelligence collection, processing, exploitation, and dissemination, and revolutionized C4ISR procedures that continue to reduce time between sensor to shooter, and shorten the ISR reaction chain.

As long as terrorism remains a threat to the United States, its allies, and interests, and U.S. and coalition troops remain in harm's way, the 763rd ERS "Sundawgs" and the RC-135 Rivet Joint will continue

RC-135: Persistent desert recon for 15 years

Civilian Focus

Mastering the 'Whole Person Concept'

TO MOVE UP THE career ladder, people need to begin with making sure their screening applications fulfill the "Whole Person Concept."

The WPC score is calculated by using data in the Civilian Personnel Record and variables outlined in the position template. It's important to note that the WPC concept only applies to centrally managed positions. To increase the probability of being referred on a selection certificate, people should master the elements of the WPS:

EXPERIENCE

The experience element is further divided into Skills, Management, Position Level (only when filling GS-14 or 15), and Command (again, only when filling GS-14 or 15). In the skills category, points are awarded for having similar skills in your work experience to those required by the position being filled, which varies from one position to another. If all required skills are met, full points are awarded. If only one or two of the skills are met, only a portion of points will be awarded. Management points apply only when filling supervisory level positions and will only be awarded for 12 months of cumulative supervisory experience.

RATINGS

The ratings element is based on your current annual appraisal. The maximum amount is 40 points for a perfect appraisal score of 81.

EDUCATION

Education applies when filling GS-14 and GS-15 positions with maximum 40 points at the PhD level. Although education is not used by the system when referring candidates for GS-13 and below vacancies, selecting officials may consider education as one of the factors for making their selection decision.

JOB-RELATED TRAINING

Job Related Training is comprised of short- and long-term training courses recommended by the career field. You earn points for completing these based on the list found at www.afpc.randolph.af.mil/cp/cicp/wps_guide.htm.

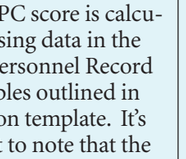
Your career actions and accomplishments directly influence your WPS.

Consider your goals and start working towards them now.

It's your responsibility to double check your personnel file for accuracy to ensure the highest WPS is calculated.

If you feel your records are incorrect, you will want to work with your local Civilian Personnel Flight to correct them. *—Ms. Wilsu Jiva, AETC*

LANGUAGE TRAINING will now be a requirement for senior NCOs attending the SNCO Academy and field grade officers who are students at Air University, both at Maxwell AFB, Ala. They'll have the choice of learning Arabic, French, Chinese or Spanish. This is just one of the ways senior Air Force leaders are trying to make educational opportunities more available to the troops.



BOOT CAMP will now be extended by 2 1/2 weeks to allow for additional training needed to support deployments overseas.

Source: AFNS

ANTENNA INSPECTION

Master Sgt. Val Gempis / AFNEWS

Tech. Sgt. Greg Butikofer references his technical order during an inspection of radome antennas at Andersen Air Force Base, Guam. He's a quality assurance evaluator with the Det. 5, 22nd Space Operations Squadron there. Its mission is to provide real-time, command and control operations for launch and operations of 170 Department of Defense, national, allied and civilian satellites.

News Briefs

RESOURCES

TARGET & ID GUIDE

IN THE EARLY 1980s, the 53rd Wing (then the Tactical Air Warfare Center) was tasked to produce "Jamming Strategies" to support Compass Call operations.

Over the years, these "Jamming Strategies" evolved into what is known as the C2W Target Analysis and Identification Guide, or CTAIG.

The purpose of the document is to provide mission planners and warfighters details of the C3 links supporting the Integrated Air Defense System, and the degradation of the ADS's operation if those communications are denied.

It details the vulnerability of each of the C3 links to electronic disruption with the goal of helping the warfighter understand how to defeat the IADS by destroying, disrupting or avoiding the threat. The most important information is presented in a concise document consisting of a narrative format that describes the criticality of each C3 link in the air defense system. Portions of the document are vulnerability values and disruptive techniques. Requests for information can be directed to DSN 872-2312/3950, or (850)-882-2312/3950. —*Mr. John Miller / 68th EWS*

TECHNOLOGY

GIG-BE BECOMES FULLY OPERATIONAL

THE DEFENSE Information Systems Agency announced that the global information grid-bandwidth expansion, or GIG-BE, program achieved the milestone of full operational capability Dec. 20.

The GIG-BE creates an optimized backbone similar to an interstate system where data traveling great distances can be moved at high speeds without bottleneck.

The GIG-BE complements DoD's existing network, known as the Defense Information Systems Network.

Even though operational, a few outlying nodes will be connected in the near future. —*DISA PA*

UPGRADES

DATA TELLS IF FRIEND OR FOE

THE ABILITY TO distinguish between friend and foe, a concept known as blue force tracking, is critical to conducting effective network-focused military operations.

The Joint Surveillance Target Attack Radar Systems Group made its first steps toward that goal by installing a system called Force XXI Battle Command Brigade and Below, or FBCB2.

The Army has used the system for years to stay updated on the location of friendly troops in near real time, and now using specifically designed software, the aircraft sends the blue force data to work stations where the information is overlayed on existing displays. It gives operators the opportunity to associate FBCB2 data with real-time ground moving target indication.

"The safety of our forces and the potential for fratricide are ever-present concerns for the warfighter. FBCB2 is a first step toward a more robust capability [in that area]," said Col. Michael Graham, JSG commander. —*1st Lt. Stephen Fox, ESC PA*

WARRIOR CHALLENGE

Staff Sgt. Bennie Davis / 367th CS

A four-person team from the 36th Communications Squadron works together to provide self-aid and buddy care to mock patients during a timed Warrior Day Challenge event at Andersen Air Force Base, Guam. The annual Warrior Day challenges teams from different squadrons against each other in six events, namely physical fitness, medical care, gas mask donning, weapons assembly, navigation through an obstacle course, and knowledge of the Airman's Manual.

COMPUTER SECURITY

CAC-ONLY LOG-ONS MANDATED BY JULY 31

BECAUSE OF INCREASING attacks to the security and integrity of Air Force computer systems, senior officials have mandated that by July 31 most, if not all, systems and personnel will be required to use their Common Access Card and a personal PIN number (instead of a password) to log on to their computers.

"During the past five years vital data from DoD networks and, in most cases, identity theft of username and passwords, have allowed hackers initial entry into our networks. That's just something that is not acceptable, and we believe we've found a way to overcome that vulnerability," said Col. Robert Steele, Air Force Communications Agency commander.

The CAC and PIN provides stronger authentication. For most people the Smart Card Log-on process, or SCL, will be easy to use, however, some challenges are being worked. These challenges include: ▸ not all network users are eligible for DoD ID cards; ▸ some users with multiple accounts and group/role identities will need an alternative means to access the network; and ▸ a need to ensure there's access away from the normal work environment (e.g., telecommuting, wireless, remote, etc). —*Ms. Susan Chandler, AF PKI Office*

**For full details and a success story, view the "intercom" online.*

C2 FOCUS

NET-CENTRIC PLANS & ANALYSIS

AN ELECTRONIC Systems Center command and control program that enables real-time threat detection and response planning received a coveted award from the Institute for Defense and Government Advancement.

The Integrated Strategic Planning and Analysis Network Program won in the "Outstanding Achievement from the Defense Industry" category. The ISPAN program is a network-centric planning and analysis system that can support U.S. Strategic Command's global strike, space, integrated missile defense, intelligence, surveillance and reconnaissance, and information operations missions.

The program was developed as a joint effort between government and industry to provide the tools to enable USSTRATCOM to fulfill new DoD missions.

ISPAN allows the joint force combatant commander to "connect the dots" as they appear. This enables both adaptive planning and superior execution. —*AFMC PA*

GLOBAL HAWK ARRIVES

Tech. Sgt. Mike Hammond / 380th AEW PA

A Global Hawk on roll out after landing at a desert base in Southwest Asia. The unmanned aerial vehicle is the Air Force's second deployed production Global Hawk. The two UAVs are the first production models deployed. Previous Global Hawks were prototypes or test models.

AWARDS

'C2 ON THE MOVE' NETWORK

THE INSTITUTE FOR DEFENSE and Government Advancement presented the U.S. Joint Forces Command a second place award for the Most Innovative U.S. Government Program, "Command and Control On-The-Move," during their annual Network Centric Warfare Awards ceremony. C2OTM provides a continuous presence on the network-centric info structure for mobile, vehicle-based warfighters. The system abandons traditional mobile communications efforts that focus satellite access methods and instead relies on Code Division Multiple Access application, which eliminates the common mobile warfighters' sacrifice—capability for mobility. —*USJFCOM PA*

FYI

A-Staff designators

WEAPONS DATA LINK NETWORK

Techno Gizmo

What is it?

The Weapons Data Link Network defines a standard way for aircrew, ground controllers or combined air operations centers to have two-way communications with network-enabled weapons after they're already in flight.

How did it come about?

"This Advanced Concept Technology Demonstration came about because Air Combat Command and the Navy were both looking for a capability to exchange information with in-flight weapons," said Ron Taylor, lead engineer for the demonstration. "What we've done in this effort is develop the common messages and transactions that will govern that information exchange."

The technology was demonstrated during the Advanced Concept Technology Demonstration sponsored by the Joint Forces Command and led by the Air Force and Navy along with participation by the Army.

Why do we need it?

According to Air Force officials, new technology like this is crucial in today's climate as the military continues to face a diverse and ever-changing threat in the Global War on Terror. As targets continue to move and change location, the ability to move along with them is vital. "With the Weapons Data Link Network implementation, you can continue to provide new information to the weapon such as target updates, retargets or abort," said Kevin Sura, flight demonstration integrated product team leader. "Additionally, this allows the weapon to report its status to a controller as well as bomb hit indications by text or video."

Results from the demo

After more than 140 runs across 12 official demonstration missions, the weapons confirmed their current information, reported their status and provided bomb hit indication information just as testers planned. "We're pleased with the progress we've made," Mr. Taylor said. "We've done some good work. The standards were implemented and demonstrated by multiple joint service parties, so we don't have a unique solution that only vendor 'A' will be able to use."

Source: Staff Sgt. Ryan Hansen, Air Armament Center PA

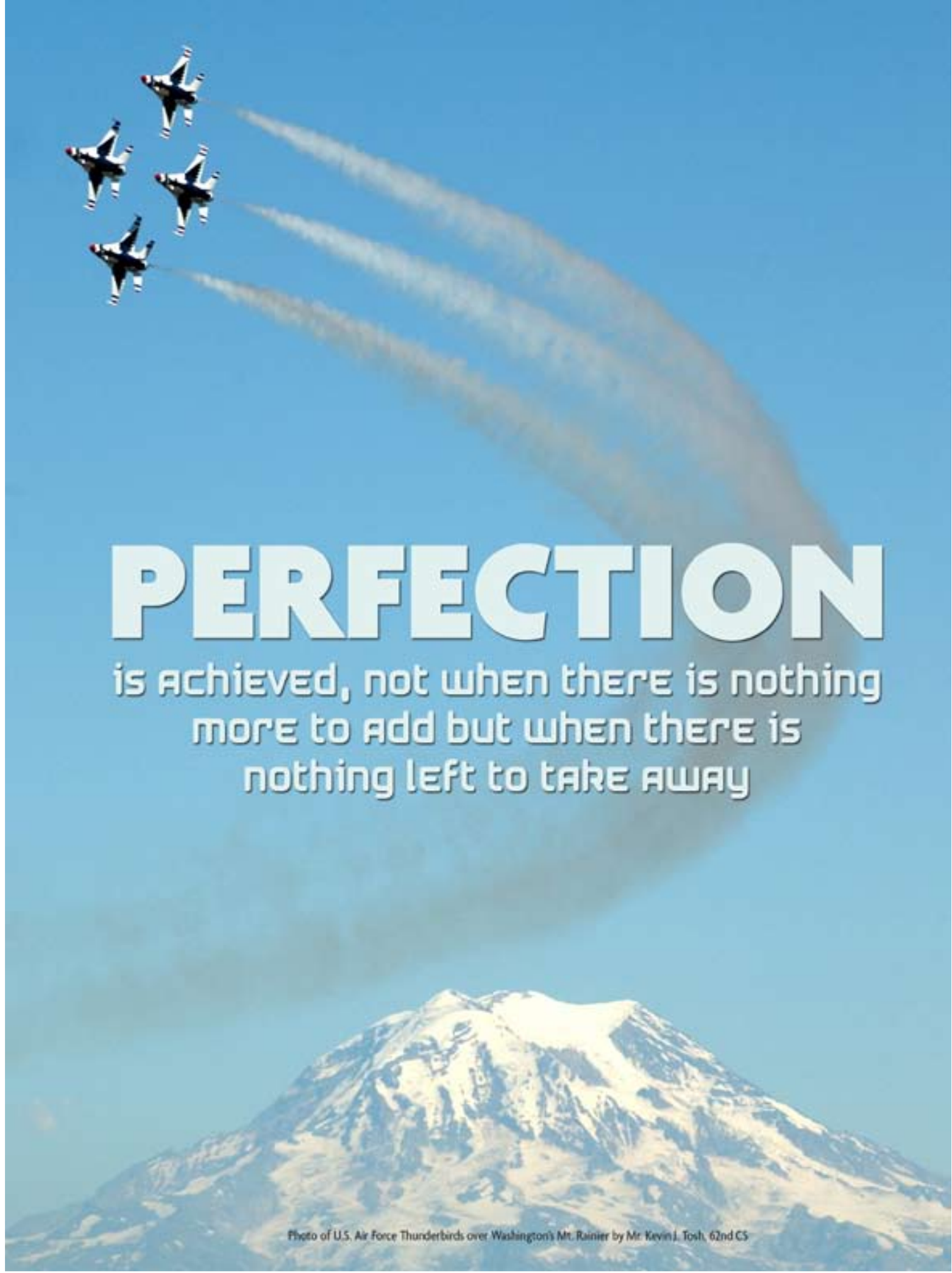


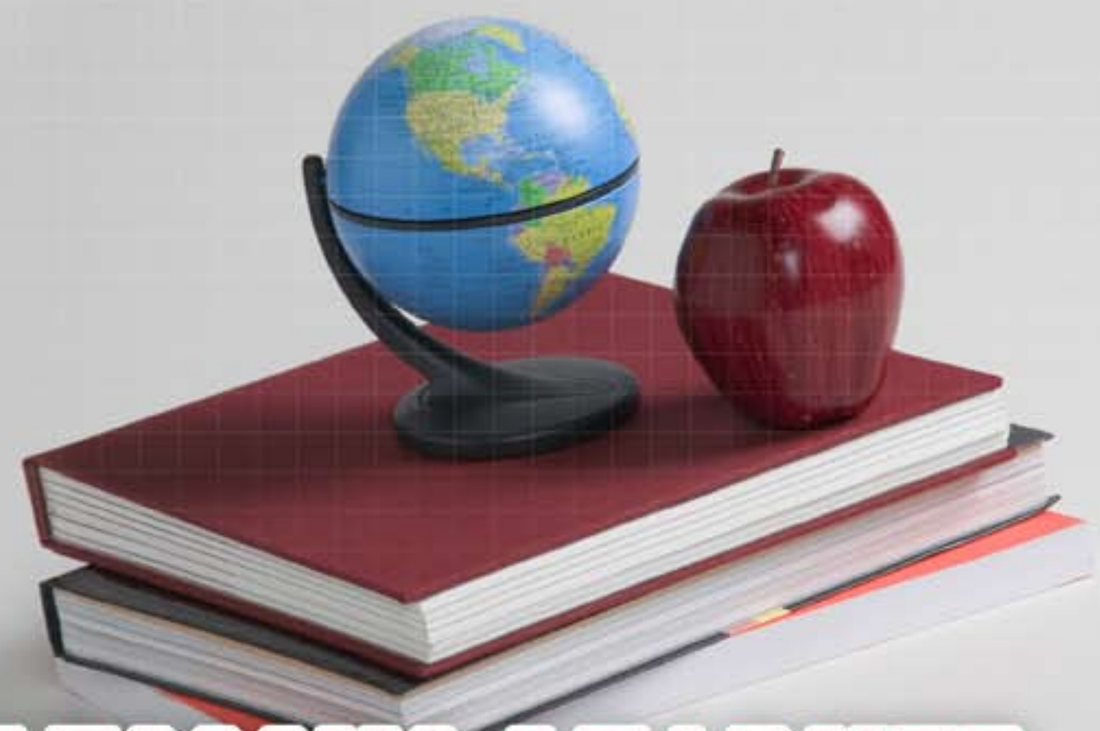
Photo of U.S. Air Force Thunderbirds over Washington's Mt. Rainier by Mr. Kevin J. Tosh, 62nd CS

intercom

Journal of the Air Force C4ISR community ★ March 2006

"The wisest mind has something yet to learn."

– George Santayana
1863-1952



LESSONS LEARNED